

PERFORMANCE INDICATOR REFERENCE SHEET for Combating Wildlife Crime Toolkit (version 1.3)	
Reference Information*	Definition/Guidance
Name of Indicator	<p>2.3.b Percent (and number)* of personnel in the group receiving capacity-building assistance that meet the competency level for their position</p> <p>* Projects may want to report number in addition to percent</p>
Name of Result Measured	<p>This indicator is linked to Key Result 2.3 (<i>Enforcement personnel have necessary competencies to take targeted actions</i>) in the theory of change for Strategic Approach 2 (<i>Build Law Enforcement Capacity</i>) in the Combating Wildlife Crime Toolkit. In that context, the intent of the indicator is to measure the percent and number of enforcement personnel in the group receiving capacity-building assistance who have the necessary knowledge, skills, and abilities to perform their wildlife law enforcement duties.</p>
Is this a USAID PPR Indicator? Y/N	<p><i>If Yes, note which years the indicator will be reported in the Performance Plan and Report (PPR) and identify to which program element it links in the Foreign Assistance Standardized Program Structure and Definitions (SPSD).</i></p>
Precise Definition	<p>This indicator measures the extent to which personnel in the group receiving capacity-building assistance have the necessary competencies to successfully perform their jobs.</p> <p>“Group receiving capacity-building assistance” is the group of people, such as rangers, judges, customs officers, community patrol members, who have similar roles and functions and whose capacity the activity seeks to strengthen. “Personnel” are those law enforcement staff, community members, or others who make up that group.</p> <p>A “competency” is “a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.”¹ “Competency level” is defined as a set of competencies, and a particular personnel position may require multiple competency levels.</p> <p>Personnel who “meet a competency level” are determined to have all competencies required for their position, as defined by international standards, if they exist. For protected area position competencies, see: A Global Register of Competences for Protected Area Practitioners.</p>

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	<p>International standards may not exist for all positions. If international standards do not exist for a given position, the project team must define what qualifies as “meeting” the competency level for that position. A major assumption for this indicator is that organizations have developed, at very least, relevant job descriptions and associated competencies for the positions and functions where competencies are being strengthened. Those organizations should also have the means to assess the desired competency levels. Ideally, performance measurement and evaluation systems will already be in place. In the case of community-based enforcement, implementers will have to consider how best to gauge community members’ skills where performance measurement and evaluation systems may not exist.</p> <p>Determining whether personnel meet the competency level can be carried out by assessing performance criteria in one or more of the following ways (adapted from Appleton 2016²):</p> <ul style="list-style-type: none"> • Practical test/observation/simulation • Demonstration of supporting knowledge • Feedback from others (supervisors, supervised personnel, participants in events, stakeholders) • Verbal or written test of knowledge and understanding • Formal external assessments that may indicate competence (e.g., audit report, first aid test) • Completion of a specified written procedure • Accreditation of previous qualifications and experience • Examination of a portfolio of evidence • Undertaking an interview to test knowledge and depth of understanding <p>The indicator may be measured in two ways:</p> <ul style="list-style-type: none"> • Number is measured by counting the # of personnel in the group receiving capacity-building assistance who meet the competency level for their position; • Percent is calculated as: (# of personnel in the group receiving capacity-building assistance who meet the competency level for their position / total # of personnel in the group receiving capacity-building assistance) x 100. <p>Higher = better</p>

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Unit of Measure	<p>Percent of personnel in the group receiving capacity-building assistance who meet the competency level for their position</p> <p>Number of personnel in the group receiving capacity-building assistance who meet the competency level for their position</p>
Data Type	Percent, Number
Disaggregated by	<p>Position;</p> <p>Sex;</p> <p>Consider other disaggregates as useful (e.g., operating unit)</p>
Rationale for Indicator (optional for USAID)	<p>This indicator measures the extent to which personnel in the group receiving capacity-building assistance have the necessary competencies to successfully perform their jobs. The theory of change for Strategic Approach 2 assumes that Key Result 2.3 (1) will be achieved once adequate resources (i.e., staff, equipment, support for infrastructure and operations) and needed institutional systems and support are in place as identified through an assessment of current capacity; and (2) once achieved, will lead to enforcement personnel performing the desired enforcement actions. This indicator may also be relevant when the associated result appears in a customized chain.</p>
Data Source	<p>Data sources may include assessments, surveys, and/or records from government agencies, implementing partners, and/or community-based groups. For more information, see “Method of Data Collection and Construction.”</p>
Method of Data Collection and Construction	<p>Data is collected through review of internal assessments conducted by relevant agencies.</p> <p>The design of data collection instruments and protocols for data collection and analysis should be informed by robust statistical methodologies and best practices in the field. Available guidance and models should be consulted when available.</p> <p>For all USAID-funded projects: All data collected should be archived and made available through the Development Data Library (DDL) per ADS Chapter 579, USAID Development Data. Note that this includes “datasets</p>

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	from which indicator values are derived” (ADS Chapter 579) and survey data. Implementers should respect data ownership rights as well as data sensitivity issues.
Reporting Frequency	Annual
Individual(s) Responsible at USAID	<i>Identify staff member(s) directly responsible for the data, preferably the specific position title or role rather than the employee’s name.</i>
Baseline Timeframe	An initial baseline measure must be established.
Rationale for Targets (optional for USAID)	<i>Explain the general basis on which targets are set for the indicator.</i>
Dates of Data Quality Assessments (DQA) and name of reviewer	<i>Dates of each DQA must be indicated as well as the name of the corresponding USAID staff member responsible for the review.</i>
Date of Future DQAs (optional for USAID)	<i>Date of future planned DQAs should be indicated.</i>
Known Data Limitations	<p>Known Data Limitations (as defined by USAID DQA Guidance):</p> <p>Validity: Data validity may be an issue if implementers have to rely on internal assessments from agencies that are charged with determining competency levels. Third party verifications of internal assessments may be necessary.</p> <p>Reliability: No known issues</p> <p>Timeliness: No known issues</p>

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	<p>Precision: No known issues</p> <p>Integrity: No known issues</p>
References	<p>1. U.S. Office of Personnel Management. <i>Assessment and Selection: Competencies</i>. Accessed Jan 26, 2017.</p> <p>2. Appleton, M.R. (2016). <i>A Global Register of Competences for Protected Area Practitioners</i>. Gland, Switzerland: IUCN.</p> <p>3. USAID. 2017. <i>Measuring Efforts to Combat Wildlife Crime: A Toolkit for Improving Action and Accountability. Version 1.3</i>. USAID Forestry and Biodiversity Office. Available at: https://rmportal.net/biodiversityconservation-gateway/legality-sustainability/wildlife-crime/measuring-efforts-to-combat-wildlife-crime</p>

* All fields are required if this indicator is reported in USAID Performance Plan and Report (PPR), unless the field is marked “optional for USAID.” Non-USAID users should select only PIRS elements that are appropriate to their needs.